

2 October 1986

OTE 86-6380

MEMORANDUM FOR: Associate Deputy Director for Operations

VIA: Deputy Director for Administration

FROM: [REDACTED]  
Director of Training and Education

SUBJECT: 8 October Agency Training Steering Committee  
Meeting on "Managing in CIA" Program

1. As you know, the DCI on 23 July commissioned all of us to "move out immediately" on his Senate Select Committee on Intelligence testimony on Agency personnel management. One of his key points is that we need to "enhance the management and leadership skills" of our supervisors and managers. The attached "Managing in CIA" program is aimed at implementing his charge.

2. I want to use the 8 October Training Steering Committee meeting to discuss the program with you. I urge you and your appropriate career management and training officers to review it carefully. If you wish clarification of any of the details, please call [REDACTED] Chief, Management Training Branch, on [REDACTED]

3. At the meeting I would like to obtain:

- your endorsement of the overall program concept and design.
- your approval of the content of the required courses, in particular, the Agency managerial values reflected in them as well as the basic principle that we hold our supervisors accountable in a variety of personnel and compliance areas.
- your backing to make the required courses mandatory for all new supervisors GS-11 and above. At first, this should apply to all new supervisors in the Headquarters area; it should be extended to supervisors overseas when we are geared up next year to conduct the courses abroad.

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- your agreement to send 8-10 students as well as appropriate observers from your Directorate to pilot runnings of the required courses on 12-14 November and 24-26 November.
- your commitment to actively involve excellent managers from your directorate in our program as part-time teachers.

4. I believe we are at a unique moment in the Agency's history regarding management development. We must not lose this opportunity to make our managers more effective in getting the job done--through people.

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Attachment

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OTE/LDD/MTB  (OTE 86-6380 1 October 1986)

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